

MEMORANDUM

NATIONAL SECURITY COUNCIL

SECRET

September 4, 1973

MEMORANDUM FOR

GENERAL D. O. GRAHAM

FROM:

A. W. Marshall *A*

SUBJECT:

Presentation of Different Viewpoints

Several months have elapsed since my initial memorandum to you on the development of products which present different community viewpoints. Members of the Working Group have been informed, allowed to respond, and an informal review of the end of the Forum has been conducted. I would like to suggest the next steps that might be taken and express my view that we need to increase the pace of the Working Group's effort to consider this problem.

We now seem to have several options at our disposal.

- Conduct some more studies (of NIE's, for example) either on PRG initiative or after a meeting of the Working Group.
- Bring the subject as it now stands before a meeting of the Working Group to discuss the questions and issues raised in their responses.
- Call a meeting of the producers on the Working Group on your initiative to discuss major issues prior to a Working Group meeting.

The Working Group seems to be at an impasse. Members are divided on the value of this type of product, the means to produce it, and the power of the Working Group to compel any changes. They have stated their positions. The review of the Forum has clarified the reasons for its end and a review of NIE's might only confirm what is already known. There are a number of unresolved questions dealing with descriptions of what is wanted, the frequency of production, role of users and producers, diagnosis of why current procedures produce products that blur differences of view, etc.

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NSC review(s) completed.

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To end this impasse and address these questions I believe the Working Group should discuss the major issues in the near future. This could be done in the context of a meeting or by having interested parties (particularly the producers) meet with you and me. The issues as I see them are:

- Should we rely on current procedures or new products?
- What is the product -- presenting conflicting views, presenting more subtle differences of opinion, providing new in-depth analyses, etc.?
- How should it be prepared -- by consumer request or producer initiative, as a separate document or part of another publication, on each geographic area or worldwide?
- How should it evolve -- through a program of experimental products, by changing the procedures for CIB's and NIE's, by NSCIC directives to the DCI, etc.?

The long-term objective should be to have intelligence producing periodically publications which discuss issues over which analysts have different view points. The objections raised to date deal primarily with the most feasible organizational techniques to achieve this. A series of discussions would, I believe, contribute more to resolving these problems than would additional studies.

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